

TOWN OF TRURO
BOARD OF SELECTMEN
MEETING OF MONDAY, JUNE 28, 2004

The Truro Board of Selectmen met for a special meeting session on Monday, June 28, 2004 at 6:00 p.m. at the Truro Town Hall, 24 Town Hall Road, Truro. In attendance were: Chairman Alfred Gaechter, Vice-Chairman Christopher R. Lucy, Clerk Gary Palmer, Paul J. Asher-Best, Town Administrator R.W. Breault, Assistant Town Administrator John J. Sanguinet, Administrative Secretary Julie DuPree, Harry Eastman, Anne and Ken Brock, Brenda Boleyn, Carol Green and Ed Friedman. Lloyd F. Rose was absent.

Mr. Gaechter convened the meeting at 6:00 p.m.

Mr. Gaechter outlined the four items the Board should be considering in the wake of the resignation of the Town Administrator and the Board discussed each of them in turn.

Acting Town Administrator: Under the current Charter the BOS select and appoint an acting Town Administrator. Under the new Charter that has not yet been approved by the State, the Assistant Town Administrator shall become Acting Town Administrator upon the resignation of the Town Administrator. **Mr. Gaechter moved that when the Town Administrator leaves the job officially on August 8, 2004 the current Assistant Town Administrator shall become the Acting Town Administrator with all the duties as outlined in the Charter. Mr. Asher-Best seconded it.** Mr. Palmer questioned if there should be a subcommittee of three BOS to work with him, since Mr. Sanguinet has not been on the job that long. Mr. Asher-Best thought not, that the BOS were a five-member Board, and Mr. Sanguinet has enough experience as long as the BOS do their job properly as well. **Vote: 4-0, unanimous.**

Increased Compensation: The Board discussed the appropriate increase in salary of the Acting Town Administrator. Mr. Gaechter said the Personnel Bylaw talks of increasing the salary of an acting position, and the intent is the same as this instance, even if the specifics are not. The Board discussed what would be a suitable amount, with suggestions that the salary range should be at the lower end of the salary range for a replacement, or the beginning rate of the Town Administrator's pay scale. The Board agreed that there would be an increased temporary salary, but they would not set a figure tonight and do some research first.

Revision of Job Description: The Board agreed that the job description should be revised. Mr. Gaechter said the Board needs to go over the current one with Mr. Breault. Mr. Asher-Best thought that was a good place for a sub-committee, and research on what other town's job descriptions are should be done as well. Mr. Breault said the current description is a reiteration of the Charter. It was suggested that they incorporate aspects of Policy Memo #5. Mr. Gaechter and Mr. Palmer asked to be on the sub-committee that worked on this. They will work with Mr. Breault and present a draft for the Board's approval.

Advertisements to be placed: Mr. Sanguinet has provided the BOS with some samples of other ads he found on the web. It was agreed the ad should include the minimum qualifications, and possibly a salary range. Mr. Asher-Best thought a Masters degree in Public Administration was essential and that candidates have to have an education and background in government. Mr. Gaechter was not in favor of high degrees, but preferred experience over book learning, and that especially experience on the Cape, or the Outer Cape would be very handy in this job.

The Board discussed a salary range at great length. Mr. Gaechter felt that a range of \$75k - \$85k was appropriate, and negotiations would be based on experience. Mr. Lucy thought to attract the best candidates it may have to be even higher. Mr. Asher suggested widening the range for \$70k to \$90k. Mr. Palmer said that he thought \$75k- \$85k was a good range, because obviously they were going to negotiate, and that would become the starting point. Mr. Asher thought the lower end should be made lower in that case. Mr. Gaechter suggested they have a maximum figure instead of a low range, offering a salary up to a certain figure depending on experience and qualification. Mr. Breault and Mr. Sanguinet will work on a draft to present to the BOS by July 7th. Then the BOS can approve it and place the ad the next day. The Board discussed how long to run the ad. It was suggested that they use the phrase position open until filled. They all agreed to advertise in both the MMA Bulletin and on their web page, the Cape Cod Times, the Cape Codder, the Banner and ICMA.

Selection Process: Mr. Gaechter said that Ms. Brock told him there were seven people on the committee that found Mr. Breault. He described the previous process and said that it worked well. He said the Board could hire a consultant as a search party, and that would cost \$10k. to use someone at MMA, and probably even more for someone else. He asked if the BOS wanted to do this themselves, appoint a selection committee or use a consultant. The Board was unanimous in not using a consultant, but there was disagreement on how much a search committee should do in narrowing the field of candidates. All the members agreed that they didn't want to be in on 24 interviews, for example, but could not agree on a lower number of candidates they wanted a search committee to pre-interview and present to the BOS. Mr. Asher-Best suggested that they use a search committee to throw out the unsuitable applications and narrow it down to about seven candidates, but wanted the Board to do the actual interviews themselves. Ms. Brock told the Board that the previous committee used a process where the BOS reviewed every application, narrowed it down, and had the committee interview them and then the committee narrowed it to three candidates for the BOS to interview again. The Board agreed the interview process was a long one. Mr. Gaechter felt it would be useful for the search committee to do the initial interviews and see if the resume matched the person. After a great deal more discussion, Mr. Gaechter suggested that they compromise and have the search committee do the preliminary interviews, and give the BOS a larger number of candidates than three. Mr. Palmer said that if the BOS chose a search committee based on a broad spectrum of people, and get a good committee, they will be people whose opinion the BOS respect. Mr. Breault warned the BOS that most candidates won't release their references for checks until they are a finalist, and the preliminary interviews should be in executive session, and the finalist in public session. Mr. Gaechter said the BOS agree that they will get together with the search committee to set criteria. After more discussion on how many candidates the BOS want the search committee to narrow it down to, the Board agreed to be flexible with the number.

Next they had to decide if they wanted to advertise for a search committee or use representatives of Boards/Committees, or just appoint members, or a combination of both. Mr. Gaechter said he would like to have a representative of FinCom on the committee, and also a town employee, not necessarily a department head. Mr. Asher-Best suggested a committee of seven, and Mr. Palmer a committee of five. It was agreed that they would advertise, and then the BOS can feel free to approach people to serve. Some members have already done so. Mr. Gaechter wanted a former BOS to serve as well. Mr. Palmer suggested someone from the business community. Mr. Asher-Best didn't like the idea of an employee on the committee choosing their employer, but Mr. Gaechter pointed out that a representative of the employees could ask some good questions, and that person would not be in a position to hire anyone. Mr. Breault noted that when Mr. Sanguinet was hired, interviews of the finalists were done by the interview team and then again with 3-4 Department Heads. Mr. Palmer said he was open to employees applying to serve just like anyone

else. Mr. Gaechter said he really wanted input from the employees. It was agreed to advertise for a seven-member committee, one to be a representative of FinCom, one to be a town employee (not a department head), one a former BOS, and four members-at-large. Being a resident of Truro would not be a requirement. The Board couldn't agree if the representative of FinCom should be included in the ad, but it was eventually agreed that the makeup of the committee would be listed in the ad, which will be placed for two editions in each local paper.

Release of Executive Session Minutes: Mr. Asher-Best requested that the last paragraph of the Executive Session of May 3, 2004 be released now that there will be no contract negotiations with Mr. Breault. After discussion on whether this was proper or according to law, **Mr. Asher-Best moved to release the entire Executive Session minutes of May 3, 2004. Mr. Gaechter seconded it. Vote: 5-0, unanimous.**

Goals & Objectives: Mr. Palmer said he had no objection to doing these, but thought it was difficult to set them without input from the various Department Heads. Mr. Asher-Best agreed about input, but thought the BOS should set their goals first, before going to them. He added that Provincetown holds a public hearing on this. Mr. Breault suggested that the Board may want to start this process in early spring/summer to set the tone for the coming budget season. Mr. Asher-Best said the BOS goals set up the goals for the Town Administrator and the Department Heads. Mr. Gaechter reminded the Board that they are to present their goals to the State of the Town meeting next month. He thought it could be a BOS goal to do better next year. Mr. Breault suggested that if they brainstorm with Department Heads and Board/Committee Chairs that they do so with a moderator. Mr. Palmer thought the inspection review process, that the new routing slip is a part of, should also be a goal. Mr. Asher-Best thought the BOS should involve committees, and should hear from them about such things as beach closings, not the Department Head. Mr. Gaechter would like to see a wetlands bylaw, but he doesn't see that as a goal or objective, but rather the BOS should send a letter to ConsCom with a directive to begin drafting one for the BOS. Mr. Asher-Best thought it could be a goal, but then the BOS would direct them to do it. The Board decided to go through last year's goals and objectives to see what progress they made.

Personnel:

Overseeing the C&BRC in updating the Personnel Bylaw: The dates need to be changed in #1 because the C&BRC need to get their work done on the Personnel Bylaw for STM in October.

Reorganization of town employees: Mr. Breault now recommends tabling the idea of a natural resources officer and instead concentrating on reorganizing the Building Department by combining the part-time Health Agent position into a full-time position, adding the duties of a Conservation Agent and a Zoning Enforcement Officer. Mr. Asher-Best also would like the BOS to investigate reorganizing the Finance Department by adding a Chief Financial Officer. He offered to draft the goals and objectives discussed tonight for the Board to review. The Board agreed that they want the Board of Selectmen reorganization of the Health Agent/Conservation Officer/Zoning Enforcement Officer on the Warrant for the fall STM. The Board directed the Town Administrator to set up a special meeting with the BOH, Town Counsel, ConsCom, the Health Agent and the Building Commissioner on July 15th at 6:00 at the Town Hall. Mr. Gaechter said to make it clear that this was not just for the Chairs, but for all the members.

Performance Evaluation Tool: This goal was not reached and should be retained.

Capital Projects: Mr. Breault said these are all on track except the Community Center, which is \$280k over budget.

Continuing Certification on a Regional basis: Mr. Breault that they got Executive Order 418 this year, so that goal has been reached for this year. Mr. Asher-Best thought that they should expand this goal to include a Affordability Task Force.

Financial:

Mr. Breault told the Board that the CPA has just passed and Senator O'Leary urged that it be acted on right away. Implementation of the CPA, the formation of a committee, could be a goal. Mr. Gaechter would also like to have a cost of living, or affordability committee. Mr. Asher-Best thought that was a good idea, but it should go under the Finance heading. He said the Board should study how they can work with a reputable builder under 40B. Mr. Lucy suggested that they also look at the latest thing Wellfleet has done. The Board went on to discuss the Condominium Conversion bylaw, the seasonal limit of condos and rental apartments. It was agreed that a study of this whole issue should be a goal.

Timely tax billing cycle: We need to keep on target by following the municipal planning calendar as recommended by DOR.

Quarterly tax billing: Mr. Asher-Best feels this still should be looked at.

Fee hearing: This was completed, but should be kept in as a goal and FinCom input added to the process to be done in the fourth quarter of the calendar year.

GASB34: This is on track. There is a new GASB43 but Mr. Breault said the BOS don't need to be concerned with it yet, just keep their ear to the ground. The Board could include a review of our unfunded liabilities as a goal.

Annual Budget Process: This is an on-going goal.

Long-Range Planning:

Update LCP, General Bylaws and Zoning Bylaws: The dates on these need to be changed to Fall STM.

Regional issues: It was agreed to remove wastewater and the relocation of the Cape End Manor. The Board will look at forming an energy committee, and add the NPS and the Highland Center as a regional concerns.

Board/Committee Charges: It was decided that review of Charges could be a duty of the liaison.

Policy Memos: It was agreed that the Board needs to continue their review of these.

Public Safety:

Accreditation: This is ongoing.

Relationship w/ PD: Mr. Gaechter felt this should be deleted. Mr. Breault suggested that the BOS may want to define the role of the Town Administrator as liaison to the Police Department, if they continue to do this. Mr. Lucy was concerned with the BOS role, and their lack of understanding of what it is. In a weak chief model, the BOS are to set policy, which the Department is doing. So he would like to look at the role of the BOS in each of these to see if perhaps they should look at a

strong chief. Mr. Gaechter said that this was not a goal, and the BOS should just look at it. It will be deleted.

Interaction with BOFE: The Board agreed that this should be deleted because this is the role of the liaison. They agreed that they do want to study the Quinn Bill.

Community Relations/Communications:

Outreach programs: This is on-going. The Board discussed problems with the web-site.

Mission statement: The Board has already decided to delete this.

Broader participation: This is on-going.

Work sessions with multi-member bodies: It was decided that the liaisons would keep the Board informed of any issues, and this would be deleted.

Training opportunities: This is an on-going goal.

The Board will consider who should be assigned which goal next week.

Mr. Asher will provide the Board with a rough draft. He plans to include a short paragraph on each of the goals that will outline what the BOS has accomplished so far.

Mr. Asher-Best moved to adjourn. Mr. Lucy seconded it. Vote: 4-0, unanimous. The time was 8:15 p.m.

Alfred Gaechter, Chairman

Christopher R. Lucy, Vice Chairman

Gary Palmer, Clerk

Lloyd F. Rose

Paul J. Asher-Best

Board of Selectmen
Town of Truro
/jld